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Letter dated 31 August 2006 from the Secretary-General addressed to the President of the Security Council

Further to Security Council resolution 1608 (2005), I have the honour to convey a letter dated 18 August 2006 from Jean Rénald Clérismé, Minister for Foreign Affairs of the Republic of Haiti (see annex), confirming the adoption of a plan for the reform of the Haitian National Police and enclosing a copy of the plan.

I should be grateful if you would bring this letter and its annex to the attention of the members of the Security Council.

(*Signed*) Kofi A. **Annan**

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Annex

Letter dated 18 August 2006 from the Minister for Foreign Affairs of Haiti to the Secretary-General

[Original: French]

I have the honour to share with the members of the Security Council, pursuant to Security Council resolution 1608 (2005), the reform plan of the Haitian National Police, elaborated in coordination with MINUSTAH, and adopted by the Government of Haiti on 8 August 2006.

This plan, which now constitutes a component of security sector policy represents the joint efforts of the Government of Haiti and MINUSTAH to make progress in the area of reform.

The Government of Haiti undertakes to implement this reform plan for the Haitian National Police in close cooperation with MINUSTAH and the international community, but notes that its success depends on the latter's ongoing support.

I should be grateful if the contents of this letter and its enclosure could be brought to the attention of the Security Council.

(*Signed*) Jean Rénald **Clérisme**
Minister

Enclosure

Haitian National Police Reform Plan

I. General considerations

Public security is a key area requiring immediate attention and vigorous efforts, as it affects the political and democratic institutionalization process and the establishment of economic recovery programmes. The current situation is alarming in that a mere 7,000 badly equipped and poorly trained police officers are responsible for the maintenance of public security. Large numbers of police facilities have been damaged or destroyed. Most of the police stations (about 200) must be repaired, built or rebuilt, only 400 Haitian National Police (HNP) vehicles are operational countrywide.

This dire situation is compounded by problems that affect relations between the HNP and the public. The only security institution in the country is perceived as being corrupt and a violator of human rights.

The problem of armed gangs aggravates the insecurity and political and social instability in the country. The lack of effective coordination between the police and justice undermines efforts to seek an effective solution to this thorny issue, which seems to threaten the social fabric itself.

Security will be approached in the context of the reforms and of strengthening all the institutions that are involved in the conception and execution of public security policy. Many of the efforts and recommendations already achieved in this area by the international community will be utilized.

With regard to the police force, Government policy, will focus on reconstruction through the approval of the HNP Reform Plan comprising short, medium and long term activities.

To this end, priority is being placed on training, quality of command, recruitment, actual troop strength, resource management, the discipline essential to an armed force, intelligence, both judicial and institutional, and development of community policing. All this will entail a reorganization of the basis of work within the HNP, with particular emphasis on the Office of the Inspector General of the HNP (IGPNH) and the Central Directorate of Judicial Police (DCPJ). As a result, the current staff will be vetted and those who do not meet the standards and criteria appropriate to a democratic police service will be removed.

Emphasis must therefore be placed on the material and financial means for such an operation which is crucial to the realization of the reform plan for the plan requires significant outlays if objectives are to be achieved. It involves making police facilities and other service buildings operational (construction and rehabilitation) and providing the officers with suitable equipment. Therefore, the means must be mobilized immediately.

At the same time, the authorities are endeavouring to reinforce and optimize coordination between the HNP and MINUSTAH in order to maintain law and order and prevent violations as effectively as possible until the HNP is able to do so alone. Maintaining peace on the streets and guaranteeing security for all are dependent on

good organization and on cooperation of the security forces present on the ground. The Government will work tirelessly to achieve this goal. It will endeavour to find urgent solutions to the violence wreaked by armed gangs.

It is equally important to act decisively to disarm all groups and individuals in possession of illegal firearms, threatening the security of the people. In this sense, the programme of Disarmament, Demobilization and Reintegration must be re-evaluated to adapt it to Haitian realities.

The steps involved (approval of the HNP Reform Plan, detailed plans for its implementation, effective coordination to develop a plan for maintaining public order and the definition of a disarmament strategy ...) are part of a process. The establishment of a non-political and impartial police institution functioning in the strict framework of democratic rules and respect for human rights, and enjoying the people's respect and trust, requires in-depth reform and the harmonious development of the HNP. Achieving the most effective solutions and making the best use of all available resources, requires a participatory process, particularly with MINUSTAH and the various bilateral partners.

In this context, the contribution of MINUSTAH is a necessary one. Therefore, it is desirable for MINUSTAH to have a mandate and the appropriate means in the framework of Government policy and the HNP Reform. It is also desirable for MINUSTAH forces to have a more sustained engagement.

II. Executive summary

The strong desire of the elected authorities of Haiti to combat insecurity by setting up a professional police force and a functioning, equitable justice system is backed up by Security Council resolution 1608 (2005). This resolution requested the Secretary-General to share with the Security Council the reform plan for the HNP, formulated by MINUSTAH and the Haitian authorities, that included the anticipated size, standards, implementation timetable, and resources.

The attached plan was prepared based on findings made by the Interim Cooperation Framework (ICF) 2004-2006 of July 2004 and includes the elements required by the Security Council. Key findings are as follows:

Anticipated size: Essential policing functions in Haiti can be discharged by a service of 14,000 well-trained and -equipped officers, and this target would be achievable in the next five years, without prejudice to quality, at a rate of 1,500 new officers per year (9,000 by 2008 and 14,000 by 2011). At the same time, the Plan reflects a general consensus that 18,000 to 20,000 police and other security officers would be required to cover the full range of security needs in Haiti. In this regard, the Plan provides for a supplementary strategy for the development of specific capabilities such as a Coast Guard, border control and surveillance, fire brigades, and penal system.

Review of current HNP staff: The target figure of 14,000 police officers for the HNP will be attained through the recruitment of new personnel, together with a review of the officers currently employed. A review of the current personnel, leading to final certification, will remain a priority and will target the disciplinary and training record of each officer. While the purpose of the disciplinary check and certification will be aimed at dismissing personnel unfit for police service, training

deficiencies will be remedied through additional training. This review process is expected to be completed within two years.

Budget. According to the estimate for personnel expenditures, the budget could support the HNP staffing increase. The budget allocation for capital investments, however, is largely insufficient, indicating that the development of the HNP will rely heavily on funding from external sources. In this regard, the Bretton Woods institutions, United Nations agencies and other parties to the ICF have indicated their readiness to support the reform of the HNP.

Introduction

1. The need to re-establish law and order in Haiti is a matter of concern for the Haitian people and authorities. To achieve that end it is now urgent that an accessible and fair justice system and a professional police force be established. To this end, Security Council resolution 1608 (2005) of 22 June 2005 requested the Secretary-General to share with the Council the reform plan for the HNP, formulated by MINUSTAH and the Haitian authorities, that included the anticipated size, standards, implementation timetable, and resources. The resolution also requested that MINUSTAH and the Haitian authorities take all necessary steps to achieve optimal coordination between MINUSTAH Police and the HNP. In resolution 1658 (2006) of 14 February 2006, the Security Council called upon MINUSTAH to enhance coordination and to cooperate with other international stakeholders to effect the reform of the HNP and to finalize the overall reform plan requested in its resolution 1608 (2005) as soon as possible.

2. The HNP must be a sustainable and effective police force which respects democratic values. Using a ratio of one police officer per 500 inhabitants, Haiti should have a police force of some 20,000. However, the proposed structure will be the result of a compromise between ideal staffing levels and national resources. The desired model for the HNP is that of a professional police force staffed with officers recruited on the basis of defined criteria, and who are, consequently, well trained; a well-structured police force that has resources adequate to accomplish its mission, without external interference, and with respect for the law, regulations and human rights. Furthermore, the force will require the institutional competencies to fulfil all the roles and responsibilities as assigned to police in the Constitution of Haiti and the Law governing National Police. Should a lack of resources limit the size of the service, a proportional reduction in staffing would be necessary in all the main functions. At the same time, enhanced training would be necessary to increase staff quality to compensate for the reduction in the number of officers.

3. Extensive preliminary work has been done, providing a basis for the development of the required reform plan. Among other priorities, the ICF has suggested that the transition strategy for the HNP should pursue the following goals:

- Strengthen the organization and administrative capacities of the HNP;
- Strengthen the operational capacity of the HNP through increased staffing levels; and
- Professionalize the HNP by providing the HNP General Inspectorate with human and material resources.

4. In February 2005, the "Haiti National Police Strategic Development Plan 2004-2008" provided a detailed account of the operational and administrative processes for the HNP and provided options for subsequent phases of implementation.

Reform plan for the HNP

5. The Reform Plan for the HNP builds on earlier work to provide a comprehensive strategic management plan for the reform and development of the HNP while responding to the requests from the Security Council, including:

- the anticipated size of the HNP;
- the standards of quality which HNP officers are to meet;
- an implementation timetable; and
- specification of the resources required for its implementation.

6. The Reform Plan is structured to ensure the establishment of an effective, efficient and accountable HNP force based on:

- Democratic policing standards and democratic values;
- respect for human rights and the rule of law;
- an impartial and non-partisan approach to the exercise of its duties;
- the repudiation of corruption;
- the people's respect and trust; and
- the maintenance and promotion of respect for the rule of law, public safety, law and order, security and stability in Haiti.

Considerations relating to the development of the HNP

7. Legal considerations. Article 263 (b) of the Constitution of Haiti (1987) establishes the Haitian National Police. Articles 269-274 of the Constitution set forth the basic structures and organs of the HNP, including an Academy, a Police School and specialized sections, such as the Prison Administration, the Fire Marshall, the Traffic Police, the Highway Police, Criminal Investigations, the Narcotics Service and the Anti-Smuggling Service (article 272). An Academy and a Police School have been established under article 271.

8. This plan, prepared in response to Security Council resolution 1608 (2005), focuses on the reform and development of the police within the framework of principles defined by the Constitution. It should be noted that the Constitution provides for a second armed force responsible for police-related security functions. These are surveillance of land, sea and air borders, operational support to police and assistance to the nation in case of serious events or natural disasters. As of this writing, political consensus on the establishment of this new public force separate from the HNP has yet to be achieved.

9. The tasks and responsibilities of the HNP, as defined by the Law governing the establishment, organization and duties of the Police, are to:

- ensure the protection and respect of freedom, life and property;
- guarantee the safety of Government institutions;
- maintain order, peace, security, harmony and public health;
- prevent security breaches and actively pursue transgressors for prosecution before competent courts within the timeframes set by law;
- control the ownership and possession of weapons in the national territory;
- conduct arrests in compliance with the law;
- prevent, detect and counter violations of social legislation;
- oversee all activities conducted by private security services;
- control all transit routes (land, sea, port and air);
- execute provisions related to the protection and conservation of the environment;
- provide members of the judiciary with the necessary means to attain their goals;
- provide the ombudsman responsible for the defence of human rights with the necessary support to fulfil his mandate;
- provide data for the elaboration of national crime statistics;
- participate in social, civic, cultural and educational programmes implemented by the Government of the Republic;
- carry out all other actions or activities stipulated by law.

10. Financial considerations. The decisive factor in determining the size of the HNP is the capacity of the budget to provide for the police force. Actual funding for HNP is potentially lower than the indicated budget and depends to a great extent on Government revenue, priorities in each fiscal year, and the capacity of the HNP to disburse funds. The annual budget allocation for capital investment is very limited. For the current year, the investment component of the HNP budget is US$ 655 million. Current budgetary availability indicates that the reform of the HNP will require a large external non-budgetary source or budget supplementation during this period.

11. The provisional budget, based on an overall strength of 8,000 members for the budget year 2006-2007, is approximately US$ 60 million for wages, and US$ 133 million for the budget year 2010-2011 (with a staffing level of 14,000 members).

12. The overall cost of the HNP reform, including the sectors of training, transportation, infrastructure, non-lethal police equipment, weapons and ammunition and communications is about US$ 700 million.

13. There is a general consensus on the importance of placing the initial emphasis on strengthening the management of human, material and physical resources.

Officials serving at the Ministry of Finance have also identified as urgent the need to develop the budget, finance and procurement capacities of the HNP.

Current situation

14. The situation today is alarming: more than 7,000 Police officers, ill-equipped and poorly trained, are assigned to maintain public security. Major infrastructure and police facilities are non-existent, inadequate or have been destroyed. The majority of these police stations (about 200) must be restored, built or rebuilt. Nationwide there are only about 400 HNP vehicles that are operational.

15. The HNP Strategic Plan presented and approved in March 2005 characterized the situation of HNP as follows:

> A preliminary estimate indicates that there were approximately 6,300 police officers, counting all ranks, in 2003, whereas there were in fact barely 4,000 officers in late 2004. Most of the infrastructure was vandalized or destroyed during the crisis of 2004. In June 2004, an estimated one hundred and twenty-five (125) police stations needed to be restored and seventy-five (75) needed to be built or rebuilt. Ninety per cent radio-communications facilities were destroyed or pillaged and the network operated only in the metropolitan area. The number of motor vehicles was at the bare minimum. From 300 vehicles distributed to departmental directorates in November 2003, only half were still available. Only 91 were operational in the metropolitan area. Office supplies were scarce to non-existent.

16. These conditions highlight the capital and resource difficulties and the need to remedy them upstream, as an integral part of the HNP Reform Plan. As regards facilities, in addition to the rebuilding and rehabilitation of the police stations, the current Division Headquarters in Port-au-Prince offers no suitable facilities for any of the five principal HNP organizations. This must be addressed as a matter of priority.

17. Police confidence in the HNP has been shaken by allegations of political interference, criminal behaviour and police brutality. Hence a major training and weeding-out process will be essential to strengthen capacity, professionalism and respect for human rights within the HNP to regain public trust. In general, the human resource asset of the HNP suffers from the absence of training and development plans appropriate to the exercise of its police functions. In the early years of the HNP, officers were trained without defined training standards and this has never been corrected. Overall there is now a lack of discipline and respect for the command structure and, at times, an unwillingness, at some levels, to accept the responsibilities of management and command. The HNP has yet to establish a sense of self-esteem which is essential to the consolidation of a democratic police force. In addition there is an urgent need to improve the HNP officers' conditions of employment and benefits.

18. The HNP high command has noted that the current institutional difficulties are in part the result of a system that was created by the international community in the past when it took over the management of this system, in particular the recruitment and selection of candidates, design of training programmes and handbooks and the assignment and reassignment of personnel.

19. The structure envisaged in the law establishing the HNP is one based on minimum policing needs and international norms in force and appears in general to be adequate. However, the structure, the level of training of the staff and the number of specialized units will require review as the number of officers increases, and certain directorates and divisions will need to be strengthened and/or established.

20. The following Directorates within the Central Division of Police Administration have not yet been established:

- Directorate of Security for High-level Officials;
- Directorate of Maritime, Air, Border, Migration and Forests and Port and Airport Police and Border Immigration and Environmental Police;
- Directorate of Civil Defence, Fire Management and Natural and Man-made Disasters;
- Directorate of Territorial Services.

21. The HNP has very limited capacity within its Central Division of Administrative and General Services to manage its administrative and support affairs. The Government administration procedures are clearly defined, but the internal HNP systems for these processes and procedures require in-depth review. Also, this Division has yet to establish a Directorate of Legal Affairs.

22. The HNP's ability to implement the necessary changes will depend upon full involvement of the highest levels of State and the HNP Command staff. However, their capacity to be involved in this change will be hampered by the demands on their time imposed by ongoing HNP activity.

Reform strategy

23. Drawing on discussions with Haitian interlocutors, the following approach to meet these requirements has been developed:

- Enhance the capacity of the Office of the General Inspectorate by providing technical and material resources;
- Determine the standards to apply to the HNP personnel and assess all police officers against those standards. Where the standards are not met, take appropriate disciplinary and/or training actions;
- Initiate a development planning mechanism within HNP using the technical expertise and support of MINUSTAH and international partners;
- Develop HNP training plans and build HNP capacity to expedite the basic training (including field training) of as many cadets as possible and meet the anticipated staffing targets (to be confirmed);
- Develop HNP administrative and management capacity to implement the development of HNP, once that has been defined;
- Establish an institutional support programme for HNP to achieve the target skills, capacities and standards.

24. The HNP does not have the managerial capacity to undertake these various development phases. The Haitian Government requires technical and material

assistance from MINUSTAH, the Bretton Woods institutions, the regional multilateral institutions and international bilateral cooperation partners.

Support from the international community

25. International assistance must be given in the understanding that the Haitian State is to be the primary leader of these reforms. This process must benefit from the support of the Haitian leadership and people. Bearing this factor in mind, the international assistance partners will provide development planning assistance and institutional support at the Department and Central levels. The size of the team for each Division will be determined in consultation with the Government and Police authorities, taking account of needs in terms of specialized functions. Depending on the approach adopted by the above-mentioned authorities, technical assistance will take either the form of a partnership or a team of experts attached to the various police authorities. A technical advisor for planning and development will assist the HNP Director General in managing the programmes in accordance with the reform and in coordinating international assistance.

Needs

26. The proposal regarding size of the HNP will be decided by the Government but could be reviewed according to budgetary constraints and other factors related to international assistance. However, increased capacity and performance of the HNP is a national priority. The HNP should reach a strength of 9,000 within the next two years and then continue to increase at the same rate for another three years, for a maximum strength of 14,000 not counting administrative staff. Thus the Government will be able to review and adjust its goals based on available options. The anticipated HNP police force increase is as follows:

Department/Division	*HNP projected staff levels — 2008*
General Directorate (DGPNH)	225
Office of the Inspector General (IGPNH)	110
Central Division of Administration and General Services	525
Central Division of Police Administration	2 400
Central Division of Judicial Police	350
Artibonite Department	300
Central Department	260
Grande Anse Department	205
Nord Department	510
Nord-Est Department	170
Nippes Department	125

Department/Division	*HNP projected staff levels — 2008*
Nord-Ouest Department	240
Ouest Department	3 000
Sud Department	320
Sud-Est Department	260
Total	**9 000**

27. A target of 20,000 officers for optimum security has been discussed by the Government. However, this figure is subject to the parameters referred to above. For the purposes of this plan, the staffing milestones are to increase from the current strength of 7,600 to 9,000 by 2008 and then to 14,000 by 2011 (after a weeding-out process).

Standards

28. The development of a democratic police force in Haiti depends heavily on setting and maintaining high quality standards. In principle, the HNP standards must be compatible with international norms in the profession in effect in democratic countries, taking into account Haitian sociocultural realities.

29. Since the mid-1990s, HNP compliance with professional and training standards has suffered. It is therefore important to establish new standards, in the area of recruitment, training and career development, as well as the mechanisms to ensure compliance with these standards as quickly as possible. In this regard, the HNP has decided to find, by means of conferences, lectures, seminars, etc., the answer to the crucial question of what police and what type of police Haiti should have. All sectors of Haitian society will be involved in this effort, supported by MINUSTAH and other international institutions and partners.

30. **Recruitment standards.** The present recruitment standards have been reviewed by the HNP and deemed acceptable for now, pending the outcome of the workshop with the exception of the need to add a psychological testing component. In this regard, it would be appropriate for a series of tests to be introduced with the next intake of recruits. This would require expert support to ensure that the testing is conducted professionally.

31. The conduct of background checks of HNP applicants requires some improvement. Establishment of an HNP criminal intelligence database is not only crucial for effective functioning of the police force, but would also be a valuable tool for the background check process. International technical expertise is necessary to establish this system and its related aspects. The plan includes strengthening the organizational capacity to conduct background checks. One option to achieve this could be to add a unit to the General Inspectorate to take on these functions.

32. HNP representatives have advocated using a human resource management model that provides for three grade levels, officer, inspector and commissioner. The principal difference in recruitment standard between levels would be educational prerequisites.

33. **Training standards.** The HNP has made progress in the preparation of training curricula incorporating professional standards. However, the HNP needs to continue its efforts in this direction and to manage the matter of training standards effectively. To achieve this, a joint HNP-MINUSTAH board will be established to review and approve all training programmes and material. Instructors will be recruited and trained for this purpose.

34. **Promotion standards.** Over the last 10 years, many different approaches have been used to provide the HNP rank structure. However, this has not been based on a common standard but rather on various emergency situations at the time. HNP has adopted a human resources management model that minimizes the impact on staff and ensures rapid alignment with the identified standards for promotions and appointments. This model will be reviewed and adjusted in accordance with the outcome of the Forum.

35. **Review of current personnel.** A thorough review of staff and posts, leading to final certification of the current HNP personnel, is required. It will involve two main areas:

- Background check;
- Training standards.

36. The background of each HNP officer will be checked in accordance with the HNP Regulation on General Discipline (Règlement de Discipline Générale) and other measures determined by the Conseil supérieure de la police nationale (SPN) (Superior Police Council). This process will be initiated by the General Inspectorate of the HNP. Based on the results, the strengthened Inspectorate, together with a number of MINUSTAH police officers, will form a joint team that will be responsible for the entire selection process within the organization. Once this team has provided a list of officers deemed capable of being certified, the Director General, after consultation with the Conseil supérieure de la police nationale, will issue a new identity card for each officer.

37. A training programme will be put in place for HNP officers who pass the background check in order to fill in the gaps resulting from changes in training programmes during the past 10 years. The DGPNH and the IGPNH must work to ensure that both current and future HNP personnel continue to maintain and apply high standards.

Implementation considerations

38. The implementation timetable depends on many considerations, including:

- The availability of suitable candidates for entry into the HNP;
- The need to review the skills of the current HNP personnel against current HNP entry and training standards;
- The need, when required, to dismiss officers who do not meet background standards;
- The need for supplementary training for officers whose training standards were not met in the past;

- The capacity to provide basic, advanced and specialized training both in terms of facilities and instructors;
- The organizational capacity of the HNP to absorb change;
- The level of logistical support available, including facilities and communications; and
- The rate at which the required capital investments can be provided in order to respond to needs, considering matters such as procurement capacity and delivery lead times.

Implementation sequence

Office of the General Inspectorate of the HNP

39. The immediate enhancement of the capacity and skills capabilities of the Office of the General Inspectorate is key to the successful conduct of the review of the current and incoming HNP personnel. In this regard, the Office of the General Inspectorate should be immediately staffed with additional investigators, support staff and necessary materials (vehicles and equipment) based on its responsibilities and its organizational chart. Furthermore, the Office of the General Inspectorate will be moving to new facilities by mid-2007.

40. The vetting current process must be fully operational not later than the end of the third quarter of 2006 to allow for a full review of all current HNP officers by the second quarter of 2007.

41. In the initial phase, strong international support will be required to conduct background checks of the current and new personnel who will staff the GI Office. For this, the skills required are those needed to conduct investigations, background checks and audits.

Central Division of Administration and general services (phase one)

42. The enhancement of the administrative and general support functions of the HNP needs to occur in a way that will ensure effective support for the overall development process. The basic personnel management function is an immediate priority, in the context of supporting activities of the General Inspectorate. By the end of the third quarter of 2006, the personnel systems, including the vetted staff, must be in place to maintain full HNP personnel records. During the same period, job vacancies must be entirely staffed with vetted personnel, and all personnel policies and regulations must be updated and approved by the CSPN.

43. By mid-2007, the personnel office must be established and able to submit proposals to the Director General on the assignment, promotion and appointment process. During the period 2007-2008, a review of the conditions of employment and remuneration of HNP officers must be finalized to introduce the necessary changes in the 2007-2008 budget. Other personnel support and welfare functions should be fully operational by the same time.

44. A new Directorate of Legal Affairs is another urgently needed function to provide effective support for the ongoing work of the Office of the Inspector General. Material and technical assistance is required from the United Nations and

other international partners to ensure that this Directorate is operational by the end of 2006.

45. The procurement and contracting capacity, enabling the HNP to conduct effective and timely public procurement, is another immediate priority. Within six months, HNP procurement staff must be capable of fulfilling all the conditions resulting from the reform activities. Procedures and practices are to be compliant with procurement and financial laws and auditable by that time. HNP internal procedures and instructions for logistical support processes are to be updated and then issued. Throughout the 2006-2007 fiscal year the procurement staff is to put in place long-term contracts for all routine supplies and services. The supply aspects of logistics, asset recording and the related receipt and inspection aspect must be developed in conjunction with procurement capacity to ensure that that aspect of the management process is complete.

46. The budget and finance systems must be integrated with the new personnel and procurement systems to provide effective and sound accounting and payments systems. The first stage should be in place by the start of the 2006-2007 fiscal year and the complete system should be ready for operation by the start of the 2007-2008 fiscal year. This should happen in full compliance with the financial legislation currently in effect. The system of linkage between personnel records and salary payments must be auditable. The linkage to the logistics asset management system should be in place by early 2008.

47. For a reform or development plan to succeed, priority must be given to the creation of adequate and appropriate buildings (either by constructing them or renovating them).

The construction requirements, by financial year, are as follows:

FY 2006-2007	Building for Office of the Director General Building for Office of the Inspector General Facility for Police Academy Construction of three police stations Refurbishment of 20 police stations
FY 2007-2008	Building for Centre for Intelligence Operations Building for Central Division of Administration and General Services Construction of an additional police school for 500 cadets in the region
FY 2009-2010	Construction of three regional Judicial Police Offices Construction of five police stations Refurbishment of 30 police stations

Regional departments

48. The delivery of democratic policing at the sub-station, station and department levels must be fully implemented, within staffing constraints, by 2011. A detailed implementation timetable is to be prepared for the start of FY 2006-2007 that establishes the phases for making all sub-stations, stations, and departments fully operational. The success of this programme will be determined principally by the refurbishment and reconstruction capacity available, the level of logistic support

from project start to finish, and the number of trained mid-level and upper-level officers. This programme will be carried out according to the "model station" approach, but with standards defined by the HNP for the staffing and equipment entitlements of each unit, operating and reporting procedures, and mechanisms established to foster police/community relations. Procedures for reporting incidents will by necessity be "hard copy" until a database for police information is established and the data are available. This Department-level programme should be completed by the end of FY 2010-2011.

49. The building refurbishment and rebuild schedule involves the building of nine new station facilities and the refurbishment of 50 stations each FY. Initially a radio communications system will be used for each of these units. A radio communications system with nationwide coverage for HNP should be installed by the end of 2007. This network will be augmented with a telephone and data system to connect Departments, Divisions and HNP headquarters by the end of 2009. Until FY 2008-2009, the servicing and maintenance of vehicles and equipment will depend to a great extent on whether capital equipments and vehicles provided before that time come with servicing and warranty support.

Central Directorate of Judicial Police

50. The enhancement of the judicial police function within HNP depends on other sectors such as the judicial system and the penal management systems. The training lead time needed to build professional and technical capacity is much longer than what is required to build up general policing skills. Thus, a long-term view will be taken for this division. A new space will be required to accommodate the Central Directorate of Judicial Police in Port-au-Prince by the end of 2008. Then by 2011 facilities will be required to house regional units of the judicial police.

51. The enhancement of institutional support for the Bureaus of Criminal Affairs and Trafficking and Drug Control within the Directorate of Judicial Police should build upon the technical assistance projects already established by the United Nations and other international partners. Reestablishment of the Forensics Laboratory needs specific support, including both technical equipment and training for the forensic technicians and personnel management. Particular attention will be given to the firearms, toxicology and fingerprint capabilities. The milestone for completion of these functions is the end of 2009, to coincide with the planned date for the data links with the Department level that will provide the communications needed for the fingerprint system. The criminal intelligence system must convert from a manual system to a computerized system by the end of 2009, and by the end of 2011 it should be moved to a searchable database linked to all users via HNP data links.

Central Directorate of the Police Administration

52. The Division of Police Administration will consist of four new Directorates:

- Directorate of Security for High-level Officials
- Directorate of Maritime, Air, Border, Ports and Airports, Migration and Forest Police
- Directorate of Civil Defence, Fire Management and Natural and Manmade Disasters
- Directorate of Territorial Services

53. Given the institutional development time necessary to create these organizations and the associated resource needs, the Directorate of Security for High-level Officials is expected to be established during 2006 and 2007, becoming operational in stages. For organizational integrity and operational effectiveness it is vital for all close protection elements to be under one Directorate and for their operational tactics and procedures to be standardized. The formation of this Directorate should be completed by early 2008. However, the Directorate will require suitable premises.

54. The current HNP responsibility under the Law governing the Police with regard to border management is to control all transit routes (land, sea, port and air). Elements of these control forces are currently in place but require strengthening in terms of institutional support and organizational development to meet this border responsibility. There are other matters which the Government must decide regarding integrated border management mechanisms. This category includes Customs Service, Quarantine, Forestry and border security and surveillance. These developments within the HNP will take place during the period 2006-2008 for the border entry point and immigration control function. This will also involve a review of the roles and organization of the HNP for this overall function once the related organizational and responsibility issues are resolved.

55. The role of the HNP in terms of civil defence and natural disaster management is to coordinate police support for the Civil Defence Office in the preparation of contingency plans, warning communities of approaching storms and maintaining order when providing emergency assistance. This Directorate could be established in 2006 or 2007 if international partners provide the technical assistance, as was done for the establishment of the Civil Defence Office in Port-au-Prince.

The Central Directorate of Administration and general services (phase two)

56. As the HNP reform proceeds, the nature of the administrative and general service support has to develop as well. In 2008 the service and maintenance support for the HNP must move from a warranty system to one whereby equipment provided to HNP is managed either by long-term service contracts organized under the Government procurement procedures or by developing in-house capacity. The logistical support facility will need to be constructed in 2007 to be operational by mid-2008. At that time the inventory system will have to develop into a system that links to both the receipt and inspection role on one hand and capital expenditure on the other.

57. The second phase of installation of the HNP communications network must be in place by the end of 2009. This data link will provide the essential communications between the regional Departments, the divisions and Headquarters. At the same time, the personnel management and logistics databases need to be complete and brought on line to permit better management and flow of policing information.

Training

58. The reform and development of the HNP are clearly based on training. Achieving the target quality and rate of expansion of the HNP will require providing basic training to at least 1,400 cadets per year, plus an additional number to allow for personnel attrition. For this process to be in keeping with professional standards,

the duration of the basic training programme for HNP officers should be 10 months, including seven months of course work and three months of field training. The immediate consequence of this is that the current training capacity is inadequate for both the period of the HNP reform and development, and beyond.

59. The HNP has determined that to achieve the needed training capacity the following goals must be met:

- Construction of a new Academy near the site of the current HNP School with an initial capacity of 100 students;
- Eventual construction of a new school in one of the regions, to cater to 500 officer students;
- Construction of an additional school for 500 officer students within Port-au-Prince.

60. Once operational, this infrastructure would make it possible to provide the essential basic, advanced and specialized training to achieve a growth rate of about 1,400 students per year. Ongoing requirements including re-certification and in-service training would thus be met as well.

61. The priority for the Police Academy is to deal with the mid-level management deficiency as quickly as possible to provide competent and effective officers at the stations and other police facilities.

Human resources requirements

62. The number of trainers, technical specialists and advisers to support the implementation of the HNP reform and development programme is expected to range between 150 and 200. This number includes technical assistance in all areas.

63. For the development of HNP, the national budget is expected to support the salary and essential operating costs for the HNP. The national budget, however, does not have the capacity to meet the capital investment requirements (such as infrastructure, transport, communications, weapons and training) which must come from donor contributions or budget supplementation. The initial estimate of the direct costs of these minimum capital requirements for infrastructure for the next five-year development period is as follows:

FY 2006-2007	US$ 18.4 million
FY 2007-2008	US$ 26.0 million
FY 2008-2009	US$ 29.5 million
FY 2009-2010	US$ 21.0 million
FY 2010-2011	US$ 13.5 million

However, it is important to determine the investment projections for other sectors such as transportation, training, communications and weapons.

Further actions

64. Once the HNP Reform Plan has been adopted, detailed implementation plans for each functional area of the HNP will be developed. These plans will describe the execution modalities as well as the roles and responsibilities of the international community, in coordination with bilateral and multilateral donors.